



HOWARD

COMMUNITY COLLEGE

You Can Get There From Here.

***Board of Trustees'
Work Session and
Consent Materials***

December 10, 2008

5:30 pm

Belmont Conference Center
Boardroom

GROUND RULES

1. Board members practice respectful dialogue that serves the best interests of the college.
2. Each board member works to integrate servant-leadership into the board culture.
3. Each board member has the opportunity to speak uninterrupted.
4. Board members come prepared – board chair needs to understand what is required and set time and material appropriately.
5. Board chair acts as caretaker for the board – acts as filter, evaluates agenda for time well spent.
6. Board chair speaks for the board to the media.
7. Consent materials are available 10 days in advance; remaining board materials are available seven days in advance.
8. Board members should route any requests for additional information to the board chair or the president at least two business days prior to the board meeting.

Howard Community College's *Dragon Principles*

We promise to help our students, employees, and community members "get there from here."

We pledge to...

Be friendly
Be helpful to our students and community
Be considerate of each other

And we pledge to...

**Encourage and Practice
Sustainability**





**Board of Trustees
Advanced Consent Agenda**

**December 10, 2008
Belmont Conference Center
Boardroom**

Work Session

- 1. Fiscal Year 2010 Budget Outlook and Discussion**
- 2. Talking Points for the Fiscal Year 2010 Legislative Session**

Consent Items

- 1. Proposed New Hires**
- 2. Wayfinding Signage Master Plan**
- 3. Commencement and Nursing Pinning Expenses**

Closed Session

I – Fiscal Year 2010 Budget Outlook and Discussion

Background: The college normally begins working on the budget in the fall since the county requests that the college submit a FY10 budget proposal by early February 2009. Normally in November as the budget development process is proceeding, the audit and finance committee discusses the preliminary budget outlook for the upcoming year along with considerations on tuition increases and the county request. Based on the discussions held at the November audit and finance committee meeting, it was suggested that the outlook be shared with the full board.

Currently, cost center managers have completed their budget requests and the president's team is in the process of reviewing these requests and making decisions on the FY10 budget. A budget proposal will be presented to the board of trustees at the January 14, 2009, work session. The proposed budget is then finalized at the January board meeting and is sent forward to the county.

Revenue Outlook

The state and county are both facing a significant recession and this situation will dramatically impact the college's revenue. The college's economic position is closely tied to that of the county and state with approximately 44 percent of the college's appropriated revenues coming from these two sources. The percentage of support from the county and state is critical in keeping tuition affordable for HCC students. Some of the issues the college and county are facing this budget cycle are discussed below.

Howard County Funding

After running a budget surplus for the past several years, the county is being very cautious about the current year. After receiving the latest figures, the county revenue is showing a slight surplus for FY09; however, concern still exists about the remainder of this year. The county's revenue figures for personal income tax are prepared by the state and these figures are always several months behind. Hence, the county may not see the projections from the September/October occurrences until early 2009. The county has taken several cost cutting moves such as selective hiring freezes and borrowing from special funds. All department heads at the county have been asked to review discretionary spending.

Since the state has already mandated cuts, some of these cuts have impacted local aid beside the college. The state is anticipating reviewing the revenue picture again in December and, depending on the projections at that time, its decision could have a ripple effect on the county. Some of the proposals that often are considered during a reduction in state revenues are retirement benefits for both the Howard County Public School System and Howard Community College, which are currently paid by the state. These benefits are mandated in law. If the county is forced to pick up these costs, this change could have a devastating impact on the county's

budget and funding to the college. The college's retirement costs alone for FY08 were \$2,215,338.

The county is not anticipating that the FY10 picture will improve since recent tax assessments have seen a decline. With a drop in the total assessable base, county revenues will not grow in FY10. Since only one-third of the county is assessed each year, these declines will take three years to see their full impact.

Last year, the college received an increase of 6.6 percent for the operating budget and another .04 percent for the post retirement benefits, for a total increase of 7.0 percent from the county. The county is also considering using some of the funding for the post retirement benefits to assist with the deficit this current year. Based on earlier discussions with the county, the administration was told not to expect an increase in FY10.

State Funding

Last year, the community colleges received an 8 percent increase in funding from the state for the FY09 funding. Howard's increase was 10.8 percent due to its enrollment growth. The community colleges in total have already received a cut of 4 percent. This reduction was distributed based on the Cade formula and as a result Howard's decrease was \$499,527. However, the administration has been told to expect the full amount of the increase from FY08 to be revoked. The remaining amount is \$870,293.

Even though the slots legislation passed, it is not anticipated that HCC will see any impact from this change until sometime late in FY10. As of this writing, the administration is not projecting any increase from the state in FY10 and hopes that the reduction does not fall below the FY08 funding level.

Tuition

This year (FY09), HCC's in-county per credit hour tuition remained at \$114 per credit hour. The administration had budgeted for a mid-year two-dollar tuition increase, but after HCC's enrollment was up in the fall, it was decided not to implement the increase. Considering the county and state outlook in FY10, tuition will be the main variable to assist the administration in managing the college's growth issues. While the college would prefer not to increase tuition, based on the current budget predictions, this variable may become the main source of keeping operations stable. A one-dollar tuition increase generates a net revenue of \$109,090 after deductions for credit cards, bad debts, scholarships, and waivers.

The Maryland Higher Education Commission projections have indicated an enrollment increase of 2.3 percent. However, based on HCC's past history, it is projecting a 3 percent enrollment increase for FY10 in the budget deliberations.

Another issue that may need to be considered is the second parking garage. HCC has asked the county to fund the garage; however, the capital request also includes a number of other items. If the county only partially funds the requests or does not fund the garage at all, that will have a dramatic impact on the consolidated fee. If the college has to fully fund the garage, it would increase the consolidated fee \$10

per credit hour. Hence, if the garage is not funded, the college will be looking for alternative ways to alleviate its parking shortage situation.

Expense Outlook

The college’s biggest expense in the FY10 budget would be the merit increase for its employees, if any is given. HCC’s growth has impacted all areas of the college. As the enrollment grows, the college needs to add full-time faculty to reach HCC’s goal of a 50/50 full-time/part-time faculty ratio. Last year, HCC funded 7 new faculty positions, but because of its enrollment growth, the 44 percent full-time / 56 percent part-time faculty ratio dropped to 43 percent full-time / 57 percent part-time faculty. As the college continues to grow, new faculty must be added to support the growth, otherwise this ratio will continue to decline.

In the QUEST survey results, employees across all of the constituency groups rated a merit increase as the highest priority in FY10. The salary and benefits committee requested a 9.5 percent increase, but without an increase from the county or state, the college will struggle to cover its fixed costs with only the tuition revenue. A one percent merit increase is \$301,001.

HCC’s enrollment growth has severely stressed all operations, as the college has not been able to add the new positions it needs each year. Some of the new positions that were added in FY09 were to occur mid-year. However, the administration has currently frozen these positions to address the state cuts. These freezes may need to continue into FY10. Currently, in the FY10 budget, 71 positions were requested. The only positions that the college may be able to fund are those mandated by accrediting agencies in the faculty area or staff positions that must be filled for fiscal or safety concerns.

Each year, there are basic fixed costs that increase that cannot be eliminated. These costs include utilities, health benefits, insurance, and standard maintenance contract increases. As of June 2009, the consumer price index (CPI) had grown by 5 percent and this growth may severely impact HCC’s budget. The president’s team members sent forward a list of no-frills requests. With no new positions and a one percent merit increase, these requests total over \$3,000,000. The administration will be considering how these items can be covered. This amount will be extremely difficult since an increase in tuition will probably be the only source of new revenue. As noted above, a one-dollar tuition increase will only generate \$109,090.

The president’s team is currently discussing the budget requests for FY10 and it may need to make significant decisions on what reallocations can be made to cover the colleges fixed costs in FY10.

Purpose: To update the board on the current budget outlook

Timeline: FY10

◆————— **Recommendation** —————◆

This item is for discussion only and requires no board action at this time.

II –Talking Points for the Fiscal Year 2010 Legislative Session

Background: At the request of the audit and finance committee as well as the legislative and community relations committee, the following talking points were developed in order to guide discussion concerning Howard Community College's priorities during the upcoming legislative session and specifically the legislative breakfast in January.

Purpose: To review the proposed talking points

Timeline: FY10 legislative session

◆———— Recommendation —————◆

This item is for information only and requires no board action.



Talking Points for the Fiscal Year 2010 Legislative Agenda

General Information

Enrollment at Howard Community College (HCC) is at an all-time high.

- Full-time equivalent (FTE) enrollment for fall 2008 increased 6.26 percent from last year; a 3 percent increase was predicted last year for fall 2008 enrollment.
- A total of 7,905 students enrolled in credit classes at HCC in fall 2008.
- Over the last eight years, state-funded FTE enrollment at HCC has increased 53.7 percent.
- One out of four graduates of the Howard County Public School System enrolled at HCC in fall 2008.

As tuitions at four-year institutions increase, more students are choosing to attend their local area community college for the first two years of their college education. Community colleges continue to be less than half the cost of tuition at a Maryland four-year public college or university and one-eighth the cost of a private institution.

Operating: Support funding for HCC at the state level via Cade Community College Formula and County appropriations at the local level

- Access and affordability of higher education are directly associated with the level of state and county operating funds received by the institution. Due to governmental budget constraints and large enrollment increases at HCC, state funding has not kept up with student needs.
- HCC funding sources:
 - 15 percent from the State of Maryland
 - 29 percent from Howard County
 - 33 percent from tuition and fees
 - 23 percent from other sources
- Community colleges receive the state portion of their operating budget through the John A. Cade funding formula. Last year, the formula was scheduled to be 26.25 percent of the state aid per full-time equivalent student (FTE) at select four-year public colleges and universities; after legislative cuts, only 26 percent was funded. To date, the state has asked HCC to return \$499,527 from the FY09 state funding increase.

Capital: Support funding of HCC capital projects for FY10

- HCC has received significant state and county support, which facilitated the construction of three new buildings on campus in recent years: The Mary Ellen Duncan Hall for English, Languages, and Business (2003), the Horowitz Visual and Performing Arts Center (2006), and The Rouse Company Foundation Student Services Hall (2007).
- Despite the addition of these three buildings, the college continues to show a projected ten-year space deficit of 235,240 square feet.
- HCC requests support for the following projects in its FY10 annual capital budget request:
 - Health Sciences Building Design \$3,980,000 (State Request \$1,990,000 and County Request \$1,990,000)
Programs to be housed in the new building include: **cardiovascular technology, emergency medical technician/ paramedic**, exercise science, life fitness, **health care, health education, human services, nursing, radiologic technology, dental assistant/hygienist, physical therapy, occupational therapy, and respiratory therapy**. The disciplines bolded above include the state's workforce shortage areas as reported by the Maryland Higher Education Commission.
 - Parking Garage at Hickory Ridge \$15,000,000 (County Request \$15,000,000)
One of the most critical issues on campus is the parking shortage. Despite the completion of the college's first parking garage containing 518 spaces, the college parking deficit remains at 1,576 spaces. Future infrastructure and campus expansion necessitate the need for the college to address its parking issues.

In addition, the college has requested funding for other critical capital projects including furniture and equipment for the Senator James Clark, Jr. Library Building, safety compliance and facility renewals, as well as campus roadways.

Laurel College Center: Support state funding

- The Laurel College Center (LCC) is a partnership between Prince George's Community College (PGCC) and Howard Community College (HCC) to serve the educational needs of the Laurel area.
- In addition to classes offered by HCC and PGCC, Towson University, University of Maryland University College, and College of Notre Dame of Maryland offer bachelor's and master's programs. A doctoral program is offered by Morgan State University.
- In fall 2007, there were 718 credit and 835 non-credit students enrolled in courses offered by HCC and PGCC. A total of 173 students were enrolled in classes offered by four-year institutions for FY08.

- LCC was fully funded by PGCC and HCC at its inception. For the past three years, LCC has received an annual appropriation of \$100,000. These funds have been very helpful in supporting the students at LCC; however, based on the original funding guidelines for regional centers, LCC's base-funding should have been \$200,000.
- Dedicated state funding will assist in funding operations at the LCC and in attracting further four-year partners to serve the residents of the Laurel region.

Financial Aid: Support student financial aid

- The college has seen a 17 percent increase in the number of financial aid applications (fall 2008).
- One-third of Howard Community College students receive some form of financial aid. HCC supports increasing the amount of financial aid available to help financially needy students keep up with rising tuition costs.
- Fourteen percent of HCC students come from families in Howard County that have household incomes of less than \$20,000.
- Twenty percent of HCC students come from families in Howard County with household incomes totaling \$20,000 to \$39,000.

1 – Proposed New Hires

Background: The following is a summary of the proposed new hires for Howard Community College. Each employee's salary is determined by objective analysis of the job skills of the position and by placement in the appropriate salary range, as approved by the board.

Purpose: To approve new hires

Timeline: New hires from the period of October 30, 2008, through November 24, 2008

◆———— Recommendation ———◆

The administration requests that the board of trustees approve:

Item: List of new hires

Source of funds: The position and/or the funds are in the FY09 budget as approved by the board at its April 23, 2008, meeting.

Compliance: This request is in compliance with college procedure, Selection of Faculty and Staff – 63.02.03, and within the presidential boundaries related to compensation, fiscal conditions, and other appropriate limitations.

**Howard Community College
Proposed New Hires
For December 2008 Board Meeting**

Budgeted Hires (position control positions)¹

November 2008

Title	Department	Position Control Status	Grade	Range for Grade ³	Compensation ²	Name	Effective Date
Admissions and Academic Advisor (Nursing and Allied Health) (25 Hours)	Admissions and Advising	Existing Position Replacement	13	\$52,522-\$87,187	\$35,013	Johnson, Danielle	11/03/08
Admissions and Academic Advisor (Nursing and Allied Health) (25 Hours)	Admissions and Advising	Existing Position Replacement	13	\$52,522-\$87,187	\$35,013	Kiser-Mbah, P. Delores	11/05/08
Catering Manager	Belmont Conference Center	Existing Position Replacement	12	\$51,594-\$85,646*	\$51,594	Jewer, Kimberlee	11/10/08
Event Set-Up/Asset Relocation Leader	Plant Operations	Existing Position Replacement	5	\$27,146-\$45,062	\$29,357	Kesler, Jeremy ⁴	11/10/08
Accounting Clerk/Cashier (18.75 Hours)	Finance	New Position	7	\$32,016-\$53,146	\$16,012	Ulsch, Sandra	11/10/08

December 2008

Title	Department	Position Control Status	Grade	Range for Grade ³	Compensation ²	Name	Effective Date
Associate Vice President of Human Resources	Human Resources	Existing Position Replacement	18	\$79,340-\$131,705	\$105,522	Jordan, David	12/15/08

January 2009

Title	Department	Position Control Status	Grade	Range for Grade ³	Compensation ²	Name	Effective Date
Financial Aid Counselor	Financial Aid Services	New Position	12	\$48,363-\$80,283	\$48,363	Schultz, Cynthia ⁴	1/02/09
Counselor, Student Support Services	Academic Support Services	Grant Funded Existing Position Replacement	13	\$52,522-\$87,187	\$52,522	Hunter, Martha	1/05/09
Student Arts Specialist, Props and Wardrobe Manager	Arts & Humanities	Existing Position Replacement	11	\$44,533-\$73,925	\$44,533	Anastasiadis, Grace ⁴	1/08/09

*Belmont Employees on 40 hour work week schedule

¹ Position Control position hires are those employees hired who are budgeted employees of the core workforce.

² Annual salary is shown for exempt employees; estimated annual compensation is shown for non-exempt employees since official compensation is an hourly amount (not shown); the employee's salary may reflect part-time or ten-month employment.

³ Ranges shown are taken from the published salary schedules which include only 12-month salaries for full-time staff. Faculty ranges may be 10 or 12-month as applicable.

⁴ Current employee of the core workforce who successfully competed for a vacant position within the college.

2 – Wayfinding Signage Master Plan

Background: Howard Community College intends to engage a vendor to develop a master plan for a comprehensive exterior wayfinding signage system for its Columbia, Maryland, campus. The signage should serve to quickly and effectively direct students, staff, and visitors to their intended locations on campus, conveying a sense of welcome and reinforcing the college’s brand promise, “You Can Get There from Here.”

The college classifies five categories of exterior wayfinding signage: vehicular information and guidance, parking lot identification, pedestrian information and guidance, building identification, and special purpose.

Existing wayfinding signage at HCC is significantly outdated. Most signage was installed in the prior decade before construction of the Children’s Learning Center, Duncan Hall, Horowitz Center, RCF Hall, and parking garage.

Working with an HCC team, the vendor will research the college’s signage needs and produce three deliverables:

1. Master Plan Document. Codifies and presents the research related to the signage system. It includes signage visual and information goals (including reinforcement of the college’s brand), user analysis, vehicular and pedestrian sample routes, needs analysis, and a preliminary signage location plan. The plan also recommends phases for production and installation depending on budget.
2. Design Documentation and Technical Guidelines. Documents sufficient for bidding the signage production and installation. A fabricator will use the documents for creating engineering drawings. They include plans, elevations, sections, performance specifications, demolition plans, and a final signage location plan.
3. Signage Style Manual. Guidelines for future exterior and wayfinding signage projects.

A seven-member team evaluated submissions from nine companies based on six criteria including:

- 1) master planning experience;
- 2) proposed process and timetable;
- 3) demonstrated ability for aesthetic, innovative, and functional wayfinding signage;

- 4) ability to provide high design quality that reinforces the college's brand identity;
- 5) reputation and financial stability; and
- 6) cost.

Each criterion was given a pre-determined number of points, totaling 100. The number of points each vendor earned are listed below. Ayers Saint Gross earned the most points.

Purpose: To obtain board approval to engage a vendor to develop a wayfinding signage master plan

Location: Main campus

Timeline: FY09

Specifications: Master plan document; design documentation and technical guidelines; signage style manual

Bids:

Vendor	Bid	Criteria Points Earned
AB Design	\$33,310	74.5
Ashton Design/WDG	\$71,000	91
Ayers Saint Gross	\$79,000	94
KMA Design	\$28,043	85
MERJE Design	\$74,850	92.5
Mitchell Associates	\$81,900	85.5
Paraform Design	\$43,207	86
RTKL	\$242,000	73
Selbert Perkins Design	\$100,000	86.5

◆————— Recommendation —————◆

The administration requests that the board of trustees approve:

Amount: Not to exceed \$99,000
(\$79,000 plus up to \$20,000 for administration of sign production bid and contract)

Vendor: Ayers Saint Gross

Source of funds: FY09 operating funds, signage budget

Compliance: This request is in compliance with college procedure, Purchasing – 62.05.01.

3 – Commencement and Nursing Pinning Expenses

Background: For the last two years, Howard Community College (HCC) has held its commencement and nursing pinning ceremonies on the Grand Prix field and has received overwhelmingly positive feedback. Therefore the college's commencement and nursing pinning ceremonies will again be held at the college. Both years, HCC piggybacked on the agreement that Montgomery Community College had with the vendor, Party Plus. This year, HCC submitted a request for proposal for the event as required by college policy. Only Party Plus submitted a proposal. The total charge for the tent, chairs, staging, and other supplies and services last year was \$77,473. The charge quoted for this year is \$82,026. This amount represents a 5.9 percent increase and is due to the date of the event, which is just prior to the Memorial Day weekend, and the added costs of supplies.

Purpose: To obtain board approval to award the agreement for rental of necessary commencement equipment and supplies

Location: The field surrounding lot F (known as the Grand Prix field)

Timeline: FY09

Specifications: A 100-foot by 225-foot tent to be erected on the Grand Prix field. Additional items and services to be rented include the platform stage, seating for at least 2,000 students and guests, 100 platform seats, lighting within the tent, generators, wooden stage walkway, Americans with Disabilities Act (ADA) compliant features, carpeting, and two equipment attendants to assist during the event.

Bids: Party Plus submitted the only bid for \$82,026

◆———— Recommendation —————◆

The administration requests that the board of trustees approve:

Amount: \$82,026

Vendor: Party Plus

Source of Funds: FY09 commencement budget

Compliance: This request is in compliance with college procedure, Purchasing – 62.05.01.

Resolution for Board of Trustees to Meet in Closed Session on December 10, 2008

WHEREAS, The board of trustees of Howard Community College is authorized by Section 10-508 of the State Government Article of the Annotated Code of Maryland to conduct certain portions of its meetings in closed session.

NOW, THEREFORE, BE IT RESOLVED, that the board of trustees of Howard Community College hereby conduct its meeting in closed session on December 10, 2008, at the Belmont Conference Center to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom it has jurisdiction, as permitted under Section 10-508(a)(1) and that such meeting shall continue in closed session until the completion of business.